

South Carolina Department  
of  
Labor, Licensing and Regulation

Annual Accountability Report  
Fiscal Year 2004-05

The Honorable Mark Sanford, Governor  
Adrienne R. Youmans, Director

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## **I. EXECUTIVE SUMMARY**

### **INTRODUCTION**

In 1994 the South Carolina Legislature created the South Carolina Department of Labor, Licensing and Regulation (LLR) by combining 40 separate state agencies including the Department of Labor, the State Fire Academy, the Office of the State Fire Marshal and 38 professional and occupational licensing boards. Legislators envisioned an organization that would promote efficiency and build accountability while delivering the highest level of customer service. In January 2003 Governor Mark Sanford appointed Adrienne Youmans, the Agency Director. Director Youmans and her senior staff revised the agency's strategic plan this year. The new agency mission, values and strategic goals follow.

### **MISSION, VALUES AND STRATEGIC OBJECTIVES**

#### **Mission**

The mission of the Department of Labor, Licensing and Regulation is to promote and protect the health, safety and economic well-being of the public through regulation, licensing, enforcement, training and education.

Our mission goes hand-in-hand with the Governor's effort to raise personal incomes of South Carolinians by creating a better environment for economic growth, delivering government services more openly and efficiently, improving quality of life, and improving our state's education.

LLR accomplishes its mission by:

- Promoting an environment of growth and innovation which allows regulated businesses and professionals to operate successfully and free of overly restrictive and unwarranted regulation.
- Providing cost efficient administration and periodic review of licensing and certification programs to assure the appropriate protection of the public.
- Conducting required inspections, complaint investigations, and enforcement activities in a manner that is fair, accountable and cost effective.
- Providing businesses and industry, the fire service, our licensees and the public relevant training and education programs.

### **Values**

**Integrity** – It is our most fundamental value. Acting honestly, objectively and ethically is the right way to do business and provide services. It is how we build long-term trusting relationships.

**Excellence** – We strive for exceptional performance and service, take pride in our work and continually seek to improve.

**Accountability** – As individuals and as a department, we are accountable to the public and to each other for all of our actions.

### **Agency Goals**

- Goal # 1:     Improve the effectiveness of agency programs.**
- Goal # 2:     Improve the efficiency of agency processes and systems.**
- Goal # 3:     Provide the necessary resources to improve the agency’s ability to provide efficient and effective services.**

### **OPPORTUNITIES AND BARRIERS**

The biggest barrier to accomplishing our Agency’s mission continues to be the budget reductions LLR has incurred and addressing the budgetary inequities that come from having state appropriated and revenue generating programs in the same agency. To date, the agency has taken cuts totaling \$7,493,087 of which \$3,938,223 is state appropriation. This represents a 56% reduction of our state funds. The Division of Labor is most affected by these cuts because 60% of the agency’s state appropriation is in the Labor Division. Because of their regulatory nature, the division does not keep revenue generated from penalties or fees. All revenues generated are remitted to the general fund. One way LLR addressed this issue in FY05 was to move the Elevators, Amusement Rides, Manufactured Housing and Building Codes programs off of state appropriation and allow them to operate with the revenue they collect. This will go into effect in fiscal year 2005-06.

LLR requested, but did not receive, the permanent restoration of the Maybank money, \$343, 307 to our agency’s base budget. This barrier has led us to a unique opportunity in fulfilling the Payment of Wages and Child Labor program mission. LLR offered a voluntary separation package to the program’s employees. Four of the seven employees took the offer and the remaining three will be moved to our new Office of Investigation and Enforcement. There, they will become the intake officers for payment of wage and child labor complaints. If needed, any field investigation will be done by investigators assigned to each region. Currently, these investigators conduct investigations when complaint about one of our Professional and Occupational licensees is received. They will be cross-trained to conduct Payment of Wages and Child Labor complaints also. The agency’s website is being enhanced to permit on-line

complaints and will have information referring complainants to other agencies such as SC Human Affairs Commission and the USDOL if their complaint does not meet our area of enforcement.

Another barrier to our mission has been the inability to get legislation drafted by Fire Marshal Task Force introduced during this past legislative session. The Fire Marshal Task Force was appointed by the Director in the fall of 2003 to overhaul South Carolina's fire laws, some of which date back to 1917. The task force included fire professionals, building codes officials, architects and contractors. Currently, there is little uniformity in inspections across South Carolina. Some fire marshals have enforcement authority, others do not. Different communities have different inspection schedules or differences in who is inspected. The taskforce reviewed and clearly defined the role of the State Fire Marshal's Office. The legislation proposed by the task force allows the State Fire Marshal to set and keep current statewide requirements for fire safety and for the qualifications of those who do the enforcement of these regulations. The legislation also greatly improves the ability of the local fire codes official to enforce fire safety standards. It required more training and statewide certification for fire safety inspectors. Unfortunately, the fire service industry decided to table the bill and concentrate its efforts on moving the Division of Fire and Life Safety from LLR to Public Safety.

The agency is still required to remit 10% of all Professional and Occupational Licensing Programs (POL) expenditures and all excess funds in the Contractor's Licensing Board to the general fund. This practice was instituted prior to restructuring, when central state government agencies such as the Budget and Control Board, Attorney General's Office, Comptroller General's Office and State Treasurer's Office devoted significant time to assisting the boards in administrative matters. Since the administrative burden now belongs to the agency, we believe this revenue should remain with the agency. This requirement makes it more difficult for some of our boards to become self-sufficient. Currently about 10% of our boards are not self-sufficient. A major court cases in California concluded that the practice of using licensing fees from the various professions for general fund purposes is illegal.

LLR has identified several opportunities for improvement that we will be pursuing in the upcoming year. These improvements will:

- Reduce inefficiencies
- Eliminate unnecessary regulations or restrictions
- Transfer power to appropriate authorities
- Move programs that charge fees off of state appropriation and make them revenue-funded programs.

TENTATIVE LEGISLATION:

- Requesting several changes in statutes and regulations that would eliminate unnecessary professional and occupational licensing boards, consolidate similar boards or adjust programs to eliminate duplication of services and unreasonable restrictions to practice. This includes major revisions to Title 40 – Professions and Occupations. These changes would also create uniformity across the POL division in board member selection, disciplinary processes and fees.
- Requesting statute changes to match the FY2005-06 Appropriation Act that moved all licensure and permitting programs that are state appropriated to a revenue-based operation. This included the Elevator and Amusement Ride programs in the Division of Labor and the Building Codes and Manufactured Housing programs in the POL division.
- Requesting changes to the State Fire Marshal statute that would move inspection responsibilities to local government where appropriate and improve service delivery by the Office of the State Fire Marshal.

MAJOR ACHIEVEMENTS

- 1) Legislation to eliminate duplication of services and unreasonable practice restrictions was passed during FY05 legislative session. Examples of this include the Nurse Licensure Compact Act, the Medical Board Practice Act, the Veterinary Practice Act and the Optometry Practice Act. The Nurse Licensure Compact Act will allow nurses practicing in one compact state to be able to work in all compact states without the need for licensure in each state. Other improvements to processes include the electronic transmission of prescription orders, central fill and immunizations in the Board of Pharmacy. The Board of Dentistry deleted its requirement that the National Board examination must have been passed within the past 15 years to remove an impediment to the licensing of qualified dentists and dental hygienists. The Optometry Practice Act removed excessive license requirements, eliminated unconstitutional language and provided for licensure by endorsements.
- 2) A reorganization and consolidation of our investigative and legal staff took place on July 1, 2004. In the past each board had its own unique investigative and disciplinary process that raised questions for both our licensees and our complainants. It also slowed down processing times. Investigators are now cross-trained to work across multiple disciplines and cases are assigned based on geographical location as opposed to program areas. This office eliminated a backlog of over 400 cases. No new legal cases are sent to outside attorneys unless it is deemed outside the normal scope as in the Board of Medical Examiner's Dr. Shortt case.
- 3) The Safetyworks! Campaign, launched in 1999, educates businesses about free services available through the Office of OSHA Voluntary Programs (OVP). In FY05, 7,828 hazards were corrected and over \$3M in fines were saved by South Carolina businesses. Since it

inception, 57,264 hazards have been corrected in South Carolina workplaces and businesses have saved over \$27 million in fines. South Carolina continues to lead the nation in OSHA state plan states with 52 Palmetto Star **sites**, despite having the strictest requirements in the nation. This program, which is voluntary, provides recognition to qualified employers who exceed the requirements of the Occupational Safety and Health Act of 1970 in providing their workers a safe and healthy worksite. The OVP office also started the SHARP (Safety and Health Achievement Recognition Program) program in 2005 and currently three companies have received this recognition.

- 4) The US Department of Labor announced in December that South Carolina's injury and illness rate for private industry is 4.4 out of every 100 workers for 2003, down from 5.7 in 1999. This is the lowest rate in the 34-year history of the state OSHA program. The total case rate dropped from 5.5 in 2000 to 4.7 in 2003, a 15% decrease. In the past ten years this rate has decreased by 36%. In 2002, SC rates remained below the Federal Government in both Manufacturing (SC – 5.5, Federal Government – 6.8) and in Construction (SC – 4.3, Federal Government – 6.8). The decrease in the construction case rate is significant, since the construction industry has the highest fatality rate of any industry in South Carolina.
- 5) ReLAES, the agency's consolidated licensing system, provides a common database of all POL licensees and gives licensees the ability to renew on-line. In addition to having a system written in one programming language as opposed to the piecemeal approach of using five different languages, greater accountability has been achieved in the agency's financial processes. The implementation of ReLAES has reduced the number of temporary employees required for licensing. Currently, 97% of the approximately 272,000 POL licensees are on the ReLAES system.
- 6) The Graniteville train wreck and subsequent chlorine release allowed OSHA to work in a new capacity in the emergency preparedness arena. In the past, OSHA faced apprehension from other state and local agency in emergency response activities. This event allowed OSHA to interact with the responders on-site and to demonstrate their role in such events as technical assistance and support rather than enforcement. OSHA is now improving its "Catastrophic/Emergency Guidelines" to be able to better implement this program in the future. The Fire and Life Safety Division was also instrumental in the state emergency response plan during this event and activated the Firefighter Mobilization Plan. For fourteen days, the division coordinated statewide resources to task and deploy firefighter hazardous materials teams, suppression companies and re-entry inspection teams in the effected area.
- 7) OSHA also entered into its first ever alliance with the Overhead Power Line Safety Coordination Committee whose members include Carolinas Associated General Contractors, SR Jackson, Inc., Electric Cooperatives of Safety Engineers, SCDOT, SCE&G, SC Occupational Safety Council and Wilber Smith. The purpose of this alliance is work together to reduce fatalities and accidents that result from contact with Overhead Power Lines.
- 8) LLR established the Hispanic Worker Safety Task Force to find ways to address the increasing number of on-the-job Hispanic worker deaths and injuries. Although Hispanics

currently make up a small portion of the state's workforce they account for 20% of workplace fatalities. In 2005, training has been held for over 700 Hispanic workers in Hilton Head, Myrtle Beach and Columbia and was focused on construction – the industry with the most Hispanic worker injuries and deaths. In future years, the training will focus on landscaping and the service industry. Because the task force has members in private industry, local chambers and Hispanic associations, the cost to LLR has been minimal. In fact LLR has not had to hire bilingual trainers because Miller and Long Concrete Construction and the Carolinas Associated General Contractors have allowed their bilingual employees to participate.

- 9) LLR signed a Memorandum of Understanding with Edventure - Dalmatian Station in 2005. LLR provides two staff positions for the Edventure exhibit in an effort to promote fire and life safety in SC's children. This memorandum is looked at as a national model for public fire safety education in the US. The exhibit, funded in part by LLR through insurance money the agency receives for fire safety education, includes a real fire truck, fire coats, boots and hats. A lab/classroom near the exhibit gives children a chance to learn fire safety lessons. After-school programs provided the staff the opportunity to deliver the NFPA Risk Watch Program to 80 elementary children. This program reaches beyond fire safety and provides educational information concerning all areas where a child may be injured or killed.

## KEY BUSINESS DRIVERS

LLR's key business drivers include:

	<u>FY05</u>
• Percentage of businesses in voluntary compliance with OSHA	100%
• South Carolina injury and illness rate (private sector)	4.4
• Fire deaths	87
• Firefighter deaths	1
• Elevator and amusement ride fatalities	0
• Number of POL licenses verified by Internet	18M
• Number of POL license applications processed	272,198
• EPMS's completed on time	100%
• Website hits	24M
• Fire Academy students	18,277
• Fire Code violations corrected	6,437
• Wages collected for employees	\$720,845



## **USE OF REPORTS**

The Accountability Report is used to report the accomplishments of the agency to external entities such as the Governor, Ways & Means Committee and the general public. To monitor our agency's progress in accomplishing our strategic plan goals and improving our organizational performance, the senior staff uses a quarterly report system.

## **II. BUSINESS OVERVIEW**

Effective February 1, 1994, Act 181 created the South Carolina Department of Labor, Licensing and Regulation (LLR) which merged the Department of Labor, the State Fire Marshal's Office, the South Carolina Fire Academy and 38 professional and occupational licensing boards into the new agency. Since that time several new boards and advisory committees have been added including Massage Bodywork and Boiler Registration.

The legislation empowered the Governor to appoint a director of the agency with the advice and consent of the Senate.

LLR is organized into five divisions: Fire and Life Safety; Labor; Professional and Occupational Licensing (POL); Legal Services; and Administration. The Fire and Life Safety Division is located in Columbia on Monticello Trail at the State Fire Academy. All other divisions are located at 110 Centerview Drive in the Kingstree Building, also in Columbia.

LLR has 410.41 FTEs, with approximately 35 vacant positions.

Our customers include the 2,000,000 employees of the State, the 100,000 employers, 255,000 licensed professionals, 18,000 firefighters, 750 fire departments, 300 board members of the Professional and Occupational Licensing Division and everyone who is regulated by our statutes. LLR's customers are also the citizens of South Carolina and visitors to our State who use the services of those we license and/or regulate. Other customers include the Governor, the State Legislature and other State agencies.

Major products and services of our agency include:

- Administering laws that pertain to employer/employee relationships such as occupational safety and health, payment of wages, child labor, migrant labor and mediation of disputes between unions and businesses.
- Inspection and permitting of elevator and amusement rides in South Carolina.
- Providing courtesy inspections, technical assistance and training to aid the business community in voluntary compliance with all areas of the Occupational Safety and Health Act.
- Licensing and discipline of numerous occupations and professionals such as accountants, doctors, nurses, massage therapists, barbers, residential builders, etc.
- Training the state's fire service personnel – paid, volunteer and industrial and other emergency service employees.
- Ensuring compliance with national and state-adopted fire safety codes and standards.

Our budget is currently \$30.25 million of which \$3.44 million are state funds.

**Accountability Report Appropriations/Expenditures Chart**  
**SC Department of Labor, Licensing and Regulation**

**Base Budget Expenditures and Appropriations**

<b>Major Budget Categories</b>	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$14,965,254	\$2,714,512	\$15,209,406	\$2,562,666	\$14,560,156	\$2,107,252
Other Operating	\$7,987,292	\$543,282	\$12,507,196	\$457,653	\$9,745,533	\$308,765
Special Items	\$51,350	\$51,350	\$4,557	\$	\$105,000	\$
Permanent Improvements	\$62,250	\$	\$578,114	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$1,000,000	\$	\$500,000	\$	\$	\$
Fringe Benefits	\$4,195,531	\$1,097,451	\$4,219,535	\$702,890	\$4,071,301	\$895,088
Non-recurring	\$	\$	\$	\$	\$	\$
<b>Total</b>	<b>\$28,281,677</b>	<b>\$4,355,244</b>	<b>\$33,018,808</b>	<b>\$3,723,209</b>	<b>\$28,481,990</b>	<b>\$3,311,105</b>

**Other Expenditures**

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

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Strategic Planning			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II.B. OSHA	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.G.	Chart 1.1
II.A. OVP	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.A	Chart 1.2
II.C. Fire Academy	Goal 1. Improve the effectiveness of agency programs	Short Term Strategy 1.D	Chart 1.3
II.D. Office of the State Fire Marshal	Goal 1. Improve the effectiveness of agency programs.	Short Term Strategy 1.G	Chart 2.1
II.E. Prof. & Occ. Licensing	Goal 2. Improve the efficiency of agency programs.	Short Term Strategy 2.B	Chart 2.2

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Major Program Areas							
Program	Major Program Area	FY 03-04			FY 04-05		
Number	Purpose	Budget Expenditures			Budget Expenditures		
and Title	(Brief)						Key Cross
01000000 Admin	Provides support services to agency programs in Human Resource Management, Legal Services, Information Technology, Public Information, Finance and Procurement	State:	419,566		State:	316369	6.1
		Federal:			Federal:		
		Other:	2,446,553		Other:	2,545305	
		Total:	2,866,119		Total:	2,861,674	
		% of Total Budget:		10	% of Total Budget:		9%
10050000 OSHA Voluntary Programs	Assists workplaces in voluntarily complying with Occupational Safety & Health Standards.	State:	221,896		State:	204,124	6.2
		Federal:	723,625		Federal:	712,847	6.3
		Other:			Other:		6.4
		Total:	945,521		Total:	916,971	6.5
		% of Total Budget:		3	% of Total Budget:		3%
10100000 Occ. Safety & Health	Ensures workplace safety by enforcing Occupational Safety & Health Standards.	State:	955,905		State:	949,795	6.2
		Federal:	955,907		Federal:	950,675	6.3
		Other:			Other:		6.4
		Total:	1,911,812		Total:	1,900,470	6.5
		% of Total Budget:		7	% of Total Budget:		6%
10250000 Elevators & Am. Rides	Inspects and permits elevators & amusements rides	State:	681,399		State:	621,907	6.2
		Federal:			Federal:		6.3
		Other:			Other:		6.4
		Total:	681,399		Total:	621,907	6.5
		% of Total Budget:		2	% of Total Budget:		2%

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10150000 Fire Academy	Trains firemen, paid and volunteer, private and public sector	State:			State:			6.2
		Federal:	56,813		Federal:	217,645		6.3
		Other:	3,705,992		Other:	5,058,680		6.4
		Total:	3,762,805		Total:	5,276,325		6.5
		% of Total Budget:		13	% of Total Budget:		16%	
10200000 Office of the State Fire Marshal	Ensures fire and life safety protection for SC citizens through enforcement and inspection.	State:			State:			6.2
		Federal:	621,842		Federal:	4,424,384		6.3
		Other:	2,511,185		Other:	2,001,418		6.4
		Total:	3,133,028		Total:	6,425,802		6.5
		% of Total Budget:		11	% of Total Budget:		19%	
10300100 Prof.& Occ. Licensing	Licenses and regulates qualified applicants in professions and occupations.	State:			State:			6.2
		Federal:	3,637		Federal:	2,780		6.3
		Other:	9,694,131		Other:	9,613,906		6.4
		Total:	9,697,768		Total:	9,616,686		6.5
		% of Total Budget:		34	% of Total Budget:		29%	
<b>Below: List any programs not included above and show the remainder of expenditures by source of funds.</b>								
Building Codes; Labor Services; Employer Contributions								
	Remainder of Expenditures:	State:	2,076,478		State:	1,631,014		
		Federal:	401,888		Federal:	395,858		
		Other:	2,804,859		Other:	3,372,101		
		Total:	5,283,225		Total:	5,398,973		
		% of Total Budget:		19%	% of Total Budget:		16%	
* Key Cross-References are a link to the Category 7 - Business Results.								
These References provide a Chart number that is included in the 7th section of this document.								

### **III. ELEMENTS OF MALCOLM BALDRIGE AWARD CRITERIA**

#### **LEADERSHIP**

Senior staff in the agency communicates short and long term direction through the agency's strategic plan. The Agency Director continually communicates her vision to the agency and ensures progress by establishing objectives and action plans that involve nearly all of the employees of the agency. The strategic plan is tied to every employee's performance evaluation so that there is a clear understanding of expectations.

The organizational values of the agency represent its guiding principles. The intent of the senior staff is to demonstrate the values in all communications and interactions with customers and employees.

The senior staff promotes a focus on customers by establishing customer satisfaction as the one of our key performance measures. The agency's internal newsletter highlights superior service providers. The characteristics they display reiterate the agency's commitment to providing excellent customer service. Each division monitors customer satisfaction. In the POL Division customer surveys are included on each board's web page, attached to online renewals and requested from every walk-in customer. The Division of Administration conducts formal and informal surveys each year of its internal customers. The Division of Fire and Life Safety conducts on-going course and facility evaluations of the State Fire Academy along with surveys of Fire Marshal inspection clients. The Division of Labor surveys those who receive the services of OSHA Voluntary Programs.

The agency's senior staff monitors performance measures on a regular basis, usually quarterly. Some of the key measures focused on include:

- Processing times for invoices, travel, personnel actions
- Customer Satisfaction Levels
- Processing times for permitting, licensing and investigations functions
- Injury and illness rates for South Carolina's top 5 most hazardous SIC codes
- Fire deaths and their root causes
- Effectiveness of fire safety education and prevention programs
- Turn-around time on investigations and inspections
- Hazards corrected
- % of applications that do not meet criteria for licensure
- Complaints against licensees
- Lapse time between complaint and investigation

This information is used to monitor the impact of our services, enforcement techniques and educational programs. The information is also used as a guide to developing or revising programs or processes that will effectively accomplish our mission. For example, in the OSHA program, the injury and illness rates are monitored quarterly by specific North American Industry Classification System (NAICS) codes and the industries in South Carolina with the highest rates

of injury and illness are the focus of consultation and inspection services in an effort to lower the occurrence rate for that NAICS code.

Every effort is made to use performance review findings and employee feedback to improve both the senior staff's and agency's effectiveness. Management receives feedback from employees during scheduled meetings with their staff. The Director has an open door policy. Employees are invited to eat lunch with her to discuss issues they are facing. The Director interviews every employee who leaves LLR. The feedback received is discussed at monthly senior staff meetings. Director Youmans and her senior staff meet regularly with agency boards and their members and associations and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees. The feedback received allows us to evaluate our progress and react accordingly

Our senior managers encourage participation in associations related to their profession. Active participation in national associations such as the Council on Licensure, Enforcement and Regulation (CLEAR), National Association of Governmental Labor Officials (NAGLO), Occupational Safety and Health State Plan Association (OSHSPA) and National Association of Nursing Board Administrators as well as governmental associations like the SC Government Finance Officers Association (GFOA) and International Personnel Management Association (IPMA) is encouraged. Several of our employees serve or have served as officers in these organizations.

Senior managers also encourage our agency's active involvement with the local community. Our employees through the HOPE Committee have adopted the first grade class at E. E. Taylor Elementary School for several years now. This year we sponsored field trips to a Black History Month Play at the Koger Center entitled "The Freedom Train" and a trip to the Marionette Theatre. The committee in charge of these activities raises monies to support their efforts through an employee fish fry, book and bake sales. Other activities at the school included providing needed school supplies for students and teachers, sponsoring Halloween and Valentine's Day parties and an Angel Tree at Christmas. Monetary support is also provided to LLR employees and their families during crisis situations.

Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer and American Cancer Society's Relay for Life. LLR employees, POL board members and POL licensees participated in the Groundhog Job Shadow Day sponsored by the Department of Education, LLR and the Employment Security Commission in February 2005.



## **STRATEGIC PLANNING**

The Director and her senior staff met earlier this summer to review the strategic plan, update it to reflect accomplishments and revise it to meet the direction she and the senior staff have set for the agency. The strategic plan was being communicated to all employees through staff meetings. Our agency goals and short-term strategies for FY04 and FY05 are listed below.

### **Agency Goals and Short Term Strategies**

#### **Goal # 1: Improve the effectiveness of agency programs.**

**Short Term Strategy # 1A: Reduce by 3% the injuries and illnesses (total case rate) in the top ten industries as defined by USDOL.**

Deadline – September 30, 2004 – **Completed**

**Short Term Strategy # 1B: Improve services of the Office of the State Fire Marshal making it more responsive, flexible and customer friendly.**

Deadline – June 2005 - **Completed**

**Short Term Strategy # 1C: Review and evaluate professional and occupational licensing programs, statutes, and regulations to identify opportunities to eliminate, consolidate or adjusting programs. Eliminate duplication of services and unreasonable restrictions to practice.**

Deadline – June 2005 - **Continued**

**Short Term Strategy # 1D: Increase by 5% the number of students registering for the Fire Academy IFSAC Certification testing.**

Deadline – June 2005 - **Continued**

**Short Term Strategy # 1E: Create a mechanism for obtaining input from front-line employees to identify best practices and communicate these practices with other program areas in agency.**

Deadline – June 2005 - **Continued**

**Short Term Strategy # 1F: Improve or implement elements of a safety and health program in 50% of the businesses receiving an OVP consultation.**

Deadline – September 30, 2005 - **Continued**

**Short Term Strategy # 1G: Revamp Fire Safety Public Education programs using Fire Incident Reporting Information to increase the effectiveness of the programs.**

Deadline – June 30, 2004 – **Completed**

**Short Term Strategy #1H: Reduce injuries and illnesses in the top 13 High Hazard Industries by 10%**

**Deadline – September 2008 – New**

**Short Term Strategy #1I: Enhancement of On-line Licensure Verification Process.**

**Deadline – June 2005 – Completed**

**Goal # 2: Improve the efficiency of agency processes and systems.**

**Short Term Strategy # 2A: Improve by 10% the customer satisfaction rating of the agency.**

**Deadline – July 2005 – Continued**

**Short Term Strategy # 2B: Make on-line renewal available to 100% of licensees.**

**Deadline – December 2005 - Continued**

**Short Term Strategy # 2C: Improve the efficiency and public's understanding of the complaint and disciplinary process for licensees.**

**Deadline – June 2005 - Continued**

**Short Term Strategy # 2D: Make the administrative processes for licensing entities consistent and uniform.**

**Deadline – December 2005 - Continued**

**Short Term Strategy # 2E: Decrease by 50% the processing times for building and sprinkler plans review by the Office of the State Fire Marshal.**

**Deadline – November 2004 - Completed**

**Short Term Strategy # 2F: Initiate inspection of OSHA related fatalities and catastrophes within one day of notification for 97% of occurrences.**

**Deadline – September 2004 – Completed**

**Short Term Strategy # 2G: Reduce OSHA citation lapse time by 15% to ensure that workplace hazards are abated promptly.**

**Deadline - September 2008 - New**

**Short Term Strategy # 2H: Allow customers make payment of wage complaints on-line.**

**Deadline – January 2005 – New**

**Short Term Strategy # 2I: Allow on-line credit card payment of elevator inspection fees.**

**Deadline – June 2005 – New**

**Short Term Strategy # 2K: Improve Application Process for POL Licensees that will include online credit card payment and tracking system.**

Deadline – June 2006 – **New**

**Short Term Strategy # 2L: Transfer financial administration coordinator to Fire Academy to improve processes and automate Fire Academy billing.**

Deadline – June 2005 - **New**

**Goal # 3: Provide the necessary resources to improve the agency's ability to provide efficient and effective services.**

**Short Term Strategy # 3A: Consolidate all programs and employees (except Fire and Life Safety) into one location.**

Deadline – June 2004 - **Completed**

**Short Term Strategy # 3B: Develop a plan that addresses the capital needs and maintenance issues facing the SC Fire Academy site.**

Deadline – September 2004 - **Completed**

**Short Term Strategy # 3C: Develop a workforce planning strategy.**

Deadline – June 2004 - **Completed**

**Short Term Strategy # 3D: Implement a unified agency training plan as a resource for employees and managers in all divisions.**

Deadline – June 2005 – **Completed**

**Short Term Strategy # 3E: Complete Capital Improvement Projects at State Fire Academy.**

Deadline – March 2005 – **Continued**

**Short Term Strategy # 3F: Consolidate all investigators into the Division of Legal Services – Office of Investigations.**

Deadline – December 2004 - **Completed**

The strategic planning process has created a forum for continuous improvement processes throughout the agency. The senior staff submits quarterly reports that highlight the work done in the past quarter toward the action plans developed by each division. Budgeting decisions are guided by the priorities of the strategic plan and are allocated appropriately.

## CUSTOMER FOCUS

The Department of Labor, Licensing and Regulation continues to emphasize the importance of customer satisfaction to all of our employees. Maximizing customer service is a key strategy in our agency's strategic plan.

During the strategic planning process our customers were identified as the following:

- 2,000,000 Employees in South Carolina
- 100,000 Employers in South Carolina
- 272,000 Licensed Professionals
- 18,000 Firefighters
- 300 Board Members of the Professional and Occupational Licensing Division
- 750 Fire Departments

LLR's customers also include the citizens of South Carolina and visitors to our State who use the services of those we license and/or regulate. Other customers include the Governor, the State Legislature and other State agencies.

Senior staff, using tools learned through Malcolm Baldrige training, identified our customers and their key requirements. Below is an example. This list was developed for the Professional and Occupational Licensing Division.

### Major Customers

### Key Requirements

Applicants

Information on licensing requirements; organized, accurate, simple and timely licensing process

Licensees

Organized, accurate, simple and timely renewal process; fair and timely complaint handling; reasonable/valid continuing education requirements; timely communications

Services Consumers

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications

General Public

Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensing and licensee information; timely communications; prudent use of licensure-generated revenue- cost efficiency and effectiveness

Board Members

Necessary administrative support and oversight; fair and equitable treatment in distribution of available resources

Other state licensing entities	Thorough and accurate licensing process to ensure public protection; fair and timely complaint handling; reasonably available licensee information; timely communications
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Students	Information on licensing requirements
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A considerable amount of time is spent meeting with our customers to determine their level of satisfaction, ideas for improvement and expectations of our services. Senior staff meets regularly with agency boards, and associations, and advisory committees of the fire service, elevator and amusement ride program and professional and occupational licensees.

An agency customer satisfaction survey tool for our website. A link to a survey appears on every office and board in the agency. Once the survey is completed a copy is sent to the Director's Office, the Assistant Deputy Director or Manager of the program and the Strategic Plan Coordinator. This tool has been extremely useful in gathering information on problem areas regarding our renewal system, our webpage and also with our staff who answer phones and emails. The survey tool has not been a good tool for gauging the overall satisfaction with our agency because for the most part it is filled out by customers who are having problems renewing on line, who have been unable to get information from our staff or on-line or who are dissatisfied with the way they have been treated. The survey tool has been great in insulating problems with our ReLAES system or our WebPages. It has also shown us that we needed to reemphasize our agency's policy of returning calls and emails within a 24-hour period and to stress our agency's value of "Treating others with Respect."

The agency is still looking for that tool or group of tools that will give us an overall customer satisfaction rating. We still collect data by program and division but it is not the same information and therefore can't be used to rate the agency as a whole. One example of customer satisfaction rating is in our OSHA Voluntary Programs where in 2005 an overall satisfaction rating of 98.2% was received.

## **INFORMATION AND ANALYSIS**

The key business drivers shown in this report were selected to show our effectiveness on improving the safety and well-being of South Carolina citizens and visitors. These performance measures were chosen because they correlate with our agency's mission and goals and also with our customers' needs. The agency's three strategic objectives of maximizing customer satisfaction, employee satisfaction and the efficient use of resources when identifying key measures were also considered.

### **Our key business drivers include:**

- Percentage of businesses in voluntary compliance with OSHA
- \$\$\$ saved in OSHA penalties by businesses using OSHA Voluntary Program Services
- South Carolina injury and illness rate
- Customer satisfaction levels

- Processing times for permitting, licensing and investigations functions
- Fire deaths in adults
- Fire deaths in children
- Firefighter deaths
- Students receiving Freddie-in-Schools fire prevention curriculum
- Elevator and amusement ride fatalities
- Number of POL licenses verified by Internet
- Number of POL license applications processed
- Employee turnover rate
- EPMSs completed on time
- Website Hits
- Fire Academy students
- Fire Code violations corrected
- Wages collected for employees

One of the objectives of our strategic plan is to make sure we are measuring the right things. Do the measures we use correlate to our agency's mission and the needs and desires of our customers? Great emphasis has been placed on developing performance measures that accurately measure the effectiveness of our programs, the satisfaction of our customers and the progress we have made in achieving our three strategic objectives.

To ensure that key requirements are met, data is collected on day-to-day operations agency-wide. There is also direct feedback received via contacts with customers and stakeholders. This information is used to change or recommend changes to services or the method(s) in which services are provided.

## **HUMAN RESOURCE FOCUS**

LLR considers our employees our most valuable asset. During the past year our managers have focused on LLR's human resources and the employee satisfaction extensively. The human resources system must address needs including effective recruitment; equitable compensation; results-oriented performance management; retention and developmental efforts; and workforce planning. All of these needs are covered by action plans in our strategic planning process.

One of the most important methods of encouraging and motivating employees is through the Employee Performance Management System (EPMS). The agency has maintained its goal of 100% participation in the EPMS process for the September 16, 2004 Universal Review Date period. The agency continues to audit EPMS evaluations as they are submitted to the Human Resources office for linkage of employee performance to the strategic plan.

During the EPMS on-going communication stage, supervisors were encouraged to meet informally with employees each quarter or at least a minimum of once during the EPMS appraisal period to discuss their positive performance, listen to any concerns and provide

constructive feedback. For supervisors' convenience, an electronic form was created to document the informal coaching sessions.

The Human Resources office also met with supervisors to discuss the total EPMS process and to develop elements and standards that measure employee accomplishments and that set performance expectations and goals for all employees.

Recognizing employee contributions and accomplishments are an important part of creating the quality culture desired at LLR. When employees know that their efforts are appreciated, their self-esteem and satisfaction with their job increases; and an improved attitude toward their job increases productivity. The LLR Recognition Committee, with help from B&C Board staff, created a program titled TRIBUTE, which is the acronym for Timely Recognition Inspired By Uniquely Talented Employees. The TRIBUTE program consists of three recognition components to recognize employees: employee-to-employee, supervisor-to-employee, and management-to-employee. The program has minimal costs and is simple to implement and operate.

During "Public Service Recognition Week," LLR's senior staff sponsors an agency-wide picnic to recognize LLR employees and the outstanding job they do. This year the picnic committee put together an elaborate "Survivor" competition complete with elimination rounds involving toilet paper, whipped cream, art, trivia and stamina, which only the strong could survive.



Stan Bowen runs the Tiki Bar in LLR's concrete jungle at the annual Employee Appreciation Picnic.

LLR continues to offer programs that improve the well-being and satisfaction of our employees. These include:

- Weight Watchers Program
- Flex Time
- Yoga Classes
- Line-Dancing Classes
- Benefits Fair and Pre-Retirement Seminar
- Lunch n' Learn Programs

LLR continues working on its workforce planning strategy, emphasizing the agency's desired outcome of having the right people with the right skills in the right place at the right time. We realize this is a comprehensive process that should provide agency managers with a framework for making staffing decisions based on the agency's mission and strategic plan.

The dynamics of the workforce at LLR and in state government are changing due to budget cuts, downsizing, retirement incentives and a significant workforce reduction expected within the next five years due to potential retirements and the exit of many employees who are now in the TERI program. The agency currently has 375 employees with 43 employees participating in the TERI program and approximately 107 retirement eligible within the next 5 years. Many of those departing will be agency management who possesses a wealth of institutional knowledge. This "brain drain" could have a profound impact on the agency's customer service and overall performance.

The Workforce planning committee's first initiative was to establish a leadership program to identify and develop future leaders for the agency. The LLR Leadership Program was announced to employees in September 2004. This program is a professional certification program that includes classroom training, field trips and a work-related project. The program received 37 nominations and the workforce planning committee interviewed and selected 16 employees to participate in the program.

The agency is making steady progress in achieving the agency's overall Affirmative Action goals. The level of goal attainment for 2001 was 78%; 2002 was 80.6%; 2003 was 83.7% and 2004 was 84.8%. This is a 6.80% increase since 2001. The agency will continue Affirmative Action efforts, especially as they relate to the agency's underutilized categories.

LLR continues to publicize the agency at community events and career fairs. The Recruitment Manager attended the Benedict University Career Fair and the Lancaster County Career Fair that represented Lancaster High School, Andrew Jackson High School, Buford High School and Indian Land High School. The Human Resources Administrator/Equal Employment Opportunity (EEO) Officer attended the first annual State Community Relations Forum sponsored by the SC State Human Affairs Commission (SHAC). This event is an effort to promote productive, harmonious community relations within the state which include, but are not limited to, police community relations, education, business practices, government, and public accommodations.

During this fiscal year, LLR adopted a blended approach to training. The agency designated a part-time training facilitator as a job-sharing project between the Human Resources Office and the Budget and Strategic Planning Office. The training facilitator developed an electronic training calendar and curriculum for basic computer training to include Word, Access, Excel, Outlook, and ReLAES classes. As of June 2005, 143 employees have attended these trainings. The agency continues to use the State Agency Training Consortium (SATC), the State Office of Human Resources, the Governor's Executive Institute, local technical schools and other agencies for employee training. We also have incorporated interactive training tutorial programs using the agency's Intranet.



Participants complete an evaluation instrument for each course. This information is captured quarterly and provided to the senior staff for participant feedback and to evaluate program effectiveness.

On November 30, the agency hosted the state chapter International Personnel Management Association (IPMA) fall meeting. The Human Resources Administrators from LLR and the SC Arts Commission presented a program entitled "The Human Side of Human Resources."

At their June 9<sup>th</sup> annual meeting, the Human Resources Administrator, Lynn Rivers, was named the 2004-2005 Human Resources Practitioner of the Year by the SC Chapter International Personnel Management Association. She also was elected President-elect of the SC Society of Certified Public Managers (SCSCPM) for FY 2005-06 at the June 21<sup>st</sup> annual SCSCPM meeting.

## **PROCESS MANAGEMENT**

To reach our goal of efficient use of resources and to improve the delivery of our services, a unified agency Information Technology (IT) strategy and platform has been implemented. This plan supports the business needs of our employees and managers in all divisions, as well as enhancing the level of service received by our customers.

The most significant component of this strategy is the consolidated licensing system, *Regulatory, Licensing and Enforcement System* (ReLAES), which provides a common database of all POL licensees, the ability to renew on-line and a common licensing system. Currently, 97% of all POL licensees are on the ReLAES system and have the ability to renew their licenses on-line.

Numerous work forms have been converted to word processing templates. Along with the work forms, agency newsletters, brochures, codes of laws, etc. have also been added to the website. By allowing our customers to view, download and print these documents on an as-needed basis we save staff, printing and postage costs. It has also allowed the documents to be submitted electronically. Agency-wide, the cost for printing has decreased by 59% from FY02 expenditures. Postage has decreased by 22%.

Another initiative, Licensee Lookup, continues to save the agency thousands of dollars in staff and associated printing and postage costs. It allows licensee verifications to be done electronically without the intervention of LLR staff. While saving thousands of dollars in personnel and operating costs, it has also brought an essential public service directly to the desktops of customers and constituents. This year there have been over 18 million verifications done electronically on our licensees.

A link has been established on our Intranet site where employees could make suggestions on ways to save money agency-wide. All suggestions are analyzed and implemented where appropriate. The agency's funding sources are complicated and for the most part funds cannot legally be moved from one program area of the agency to another. While the cost-savings suggested for POL and Fire and Life Safety may not directly be used to offset general fund

budget reductions, these savings are still extremely important to LLR as guardians of the citizen's tax dollars.

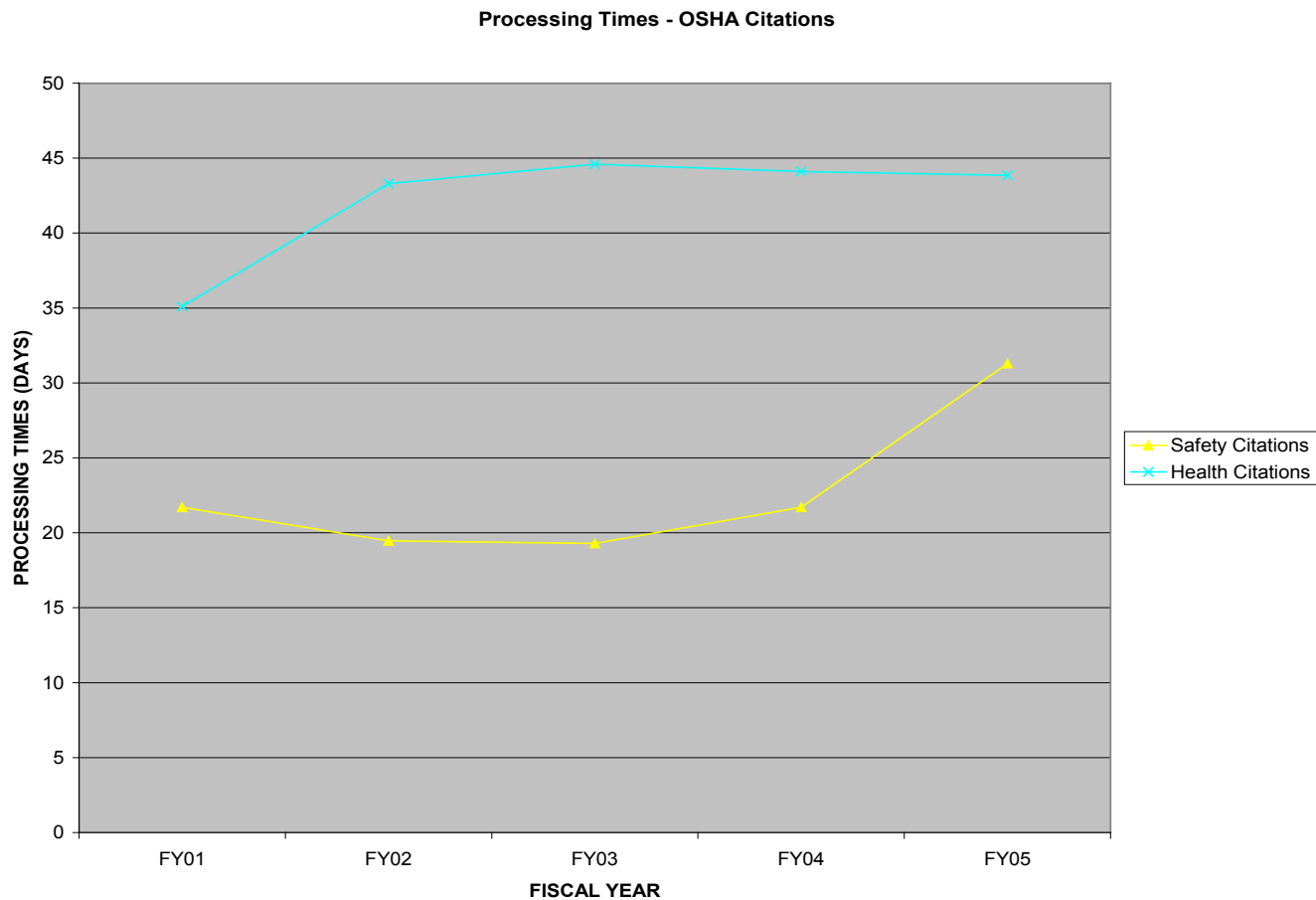
LLR remains committed to improving our processes. The strategic plan developed this year charges each division with systematically conducting periodic process reviews in units across the agency to identify "model processes" and processes that need improvement. This will provide divisions with factual information and comparison statistics for use in managing continuous improvement.

## BUSINESS RESULTS

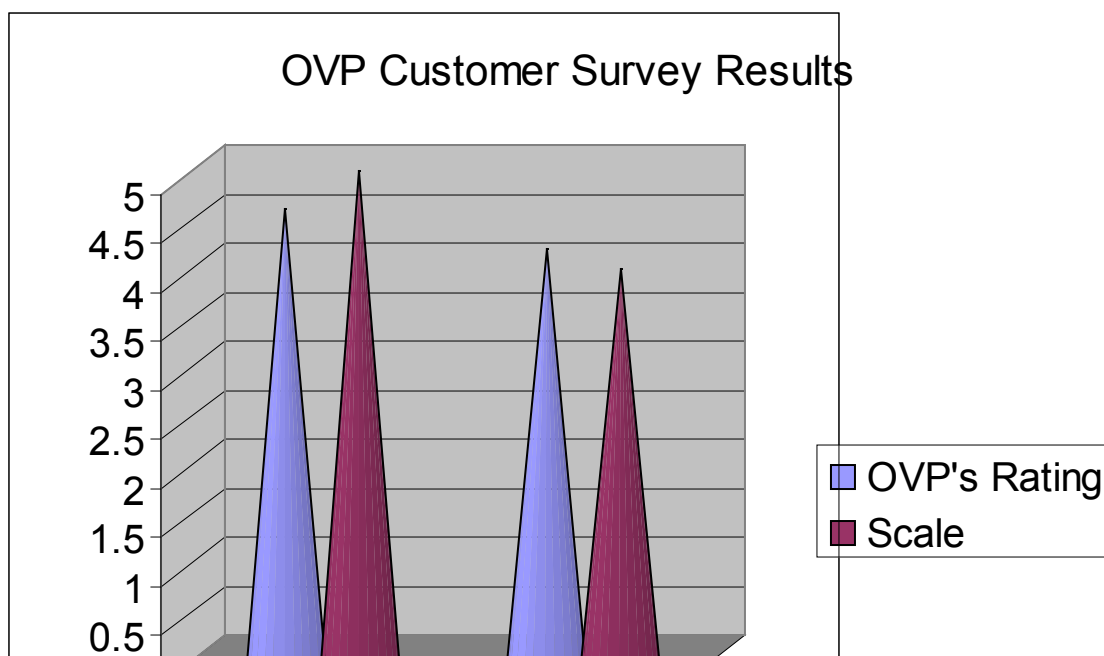
### Customer Satisfaction

	FY02	FY03	FY04	FY05
\$\$ Saved in OSHA fines by businesses achieving compliance	4.4M	3.0M	3.1M	3.0M
Approved Palmetto Star sites	42	44	47	52
Initiate workplace fatality investigation within one day	100%	100%	100%	100%

### CHART 1.1



**CHART 1.2**



### “Freddie” Program Testing

	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
% Increase in test scores – After delivery of “Freddie” fire safety education program				
Kindergarten	26%	23%	25%	*
First Grade	22%	5%	24%	*
2 <sup>nd</sup> Grade	34%	29%	37%	*
3 <sup>rd</sup> Grade	23%	12%	22%	*
4 <sup>th</sup> Grade	99%	38%	59%	*
5 <sup>th</sup> Grade	95%	45%	51%	*

\*Because this program is now offered free of charge on our Internet site, we no longer can track information about the number of students taking the course or the effectiveness of the program.

**CHART 1.3**

**IFSAC Testing Information**

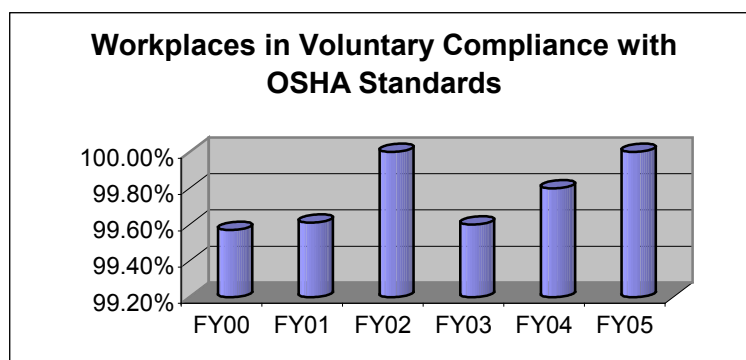
	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
IFASC Tested	1,636	2,500	4,782
IFSAC Passed	1,319	2,065	3,728
Pass Rate:	80.60%	82.60%	77.96%

<b>Fire Academy</b>	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
Total Programs Delivered	1,633	1,421	1,661	2,087
Total Students Trained	20,988	18,813	18,277	27,065

**Mission Accomplishment**

<b>Calendar Year</b>	<b><u>2000</u></b>	<b><u>2001</u></b>	<b><u>2002</u></b>	<b><u>2003</u></b>
SC injury and illness rate (Private Sector) (National average was 5.3)	5.6	4.5	4.5	4.4

	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
Total hazards corrected - OVP	8,619	8,188	8,870	7,828
Fire Code Violations Corrected	4,295	8,126	7,037	6,347
% of employers implementing safety & health systems	59.3%	61%	65%	98%

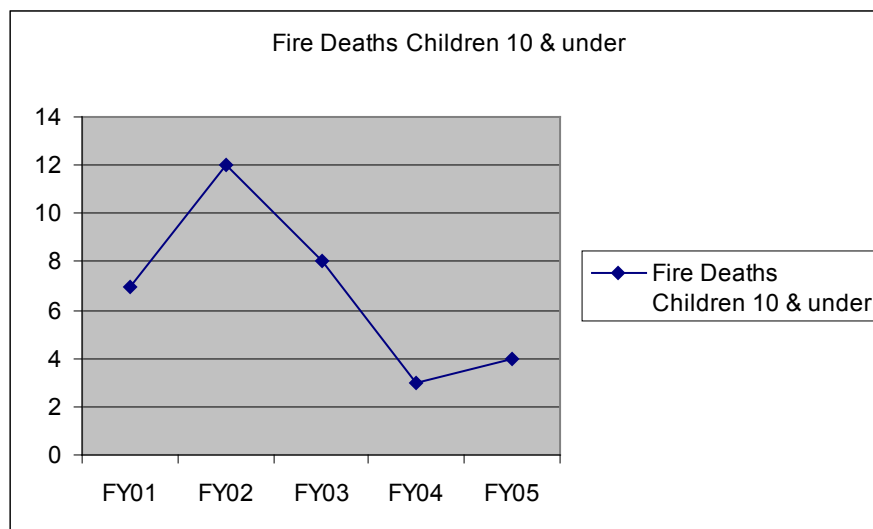
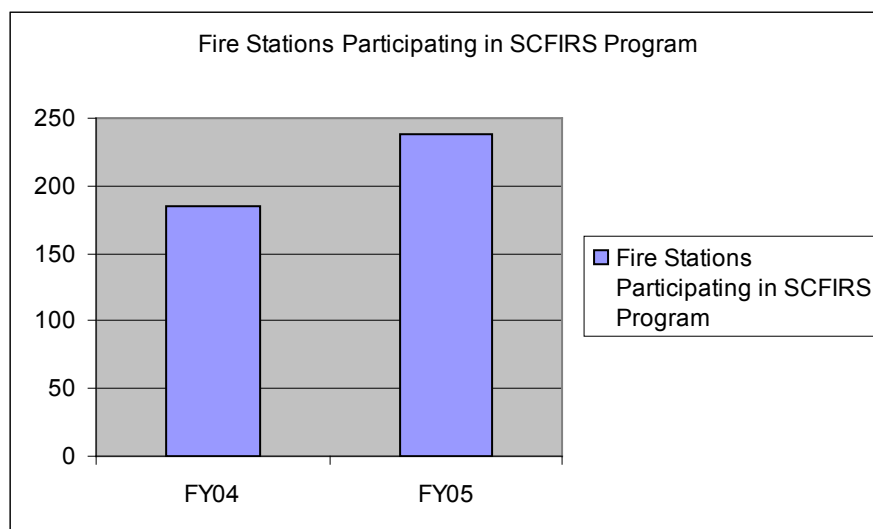


	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
Elevator fatalities	0	0	0	0
Amusement ride fatalities	0	0	0	0
Bungee jump fatalities	0	0	0	0
Workers involved in strikes	0	0	300	120
Reported strikes	0	0	1	1
Work hours lost due to strikes	0	0	3,600	1,820
Violations cited – wage related	6,509	5,404	3,948	4,022

SC Department of Labor, Licensing and Regulation FY2004-05 Annual Accountability Report

	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Violations cited – child labor	145	98	45	73
Number of POL licenses processed	238,614	263,524	271,609	272,198
OSHA inspections	1,837	1,725	1,665	1,668
OSHA fatality inspections	37	37	37	41
Employees covered by OSHA	117,556	108,417	106,987	101,834

**CHART 2.1**

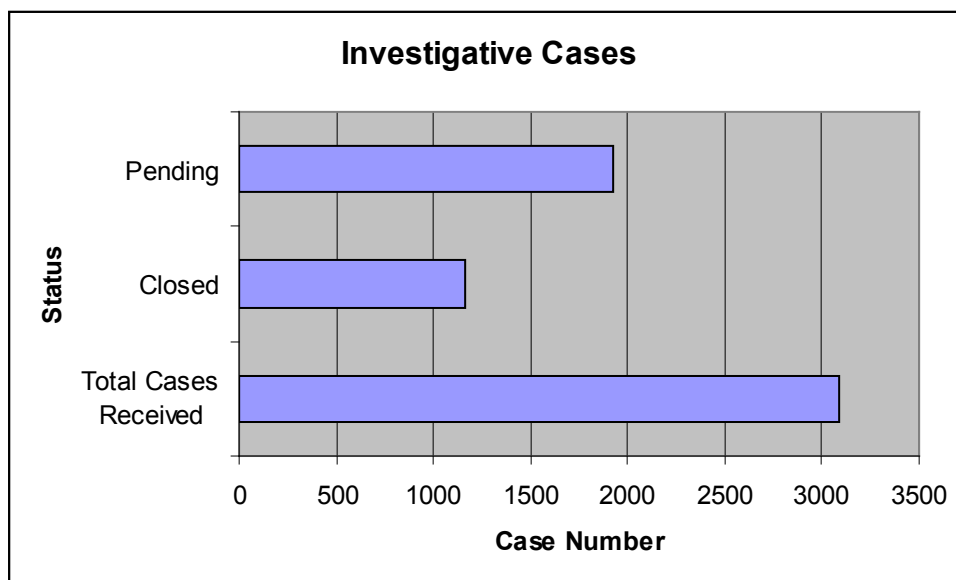
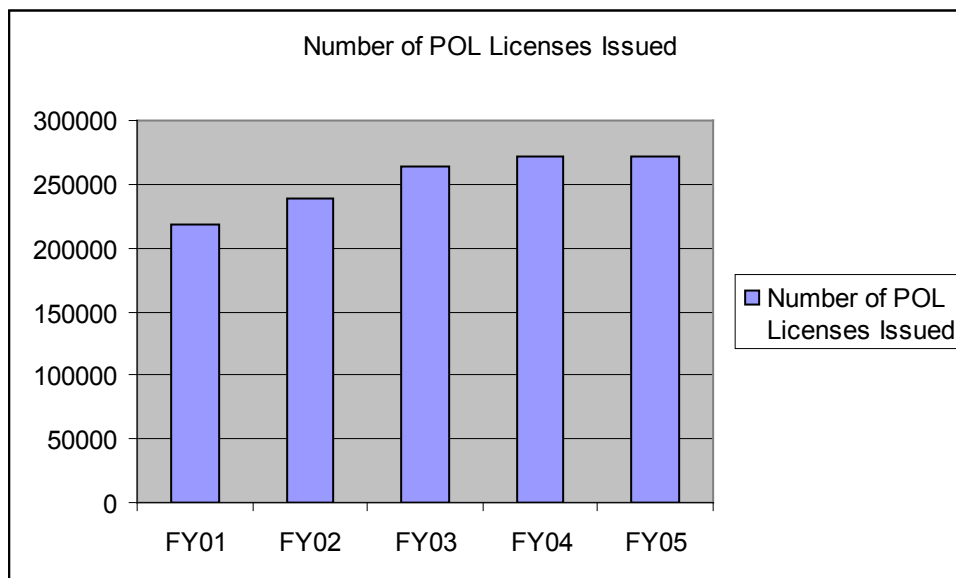


SC Department of Labor, Licensing and Regulation FY2004-05 Annual Accountability Report

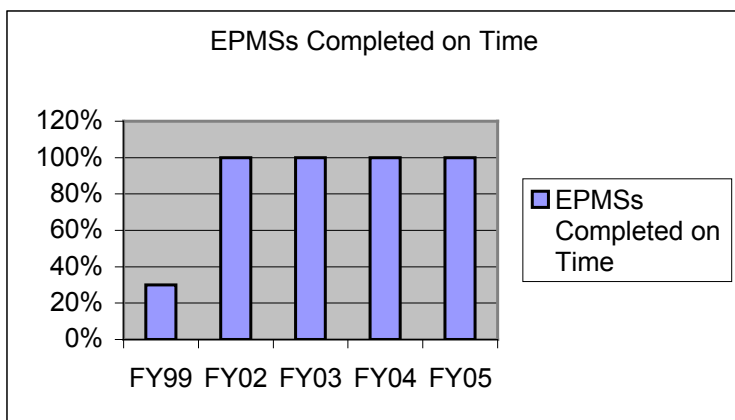
	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
Wage claim complaints investigated	2,044	1,562	1,645	1,564
Child Labor complaints investigated	102	91	48	35
Wage and Child Labor penalties assessed	\$402,800	\$150,929	\$109,574	\$76,831
Collective bargaining agreements negotiated	97	85	93	93
Elevators inspected	7,026	6,322	6,374	6,492
Elevators registered	8,393	8,642	8,436	9,519
Amusement rides inspected	874	750	757	712
Amusement ride permits issued	874	750	757	712
Bungee jumps inspected	1	1	1	1
Bungee jumps permitted	1	1	1	1
Inspections per Deputy State Fire Marshal	1,328	1,348	1,321	1,137
Inspections completed by Deputy State Fire Marshals	18,605	20,228	19,814	14,213
Students receiving Fire Marshal Certification	132	100	70	95
Building plans reviewed by Office of State Fire Marshal	605	1,674	2,216	4,065



**CHART 2.2**



## **Employee Satisfaction**



	<b><u>FY02</u></b>	<b><u>FY03</u></b>	<b><u>FY04</u></b>	<b><u>FY05</u></b>
Employee Turnover Rate	5.52%	8.48%	5.38%	9.57%

### **Other Accomplishments/Initiatives:**

- Workforce Planning Needs Plan implemented.
- Job classifications have been identified for career path development.
- Every employee's EPMS is tied to the agency's strategic plan.
- Reward and Recognition Plan (TRIBUTE) implemented for full year. A survey of employees conducted to determine whether Tribute program is meeting the goals set by senior staff of boosting employee morale and recognizing outstanding employees.
- Leadership team sponsored and paid for an employee appreciation luncheon.

**Supplier/Contractor/Partner**

- Continued working with SC Employment Security Commission and other state agencies on ETV's "Carolina Works" program. Two segments have focused on LLR. One program was on our OSHA Voluntary Programs' Palmetto Star recognition program and Milliken and Company. Another segment focused on first responders and the Southeastern Fire School at the State Fire Academy.
- State Fire Marshal's Office and the Office of Elevators and Amusement Rides worked with local building officials on elevator fire safety issues.
- Entered into a memorandum of understanding with Edventure Museum to provide two staff trainers in what will become a national model for public fire education
- Produced, with Time Warner Cable, a PSA on salons, sanitation and consumer health protection methods for airing in Myrtle Beach.
- Worked with SC Pharmacy Association and DHEC on several initiatives including Sterile Compounding, Medication Errors Seminar, immunizations and Emergency Preparedness for Pharmacy Services.
- Worked with the SC County Administrators Association to provide an educational in-service training on medication administration for detention centers and jails to improve patient safety.
- Conducted seminars and workshops to association groups and facilities across the state presenting information on the new Nurse Practice Act as well as information on the Practitioner Remediation and Enhancement Partnership (PREP) as well as worked with several colleges and universities on starting new Nursing Programs.
- Worked with SC Commission on Minority Affairs' Hispanic Taskforce in developing training in Spanish on Construction Safety Issues.
- Worked with the Richland County Fire Department and Edventure in developing and distributing a safety video featuring "Collard Greens", a RAP group.
- Worked with DHEC on establishing a way to exchange data to identify dead licensees.
- Sponsored, with the SC Firemen's Association a weekend Firefighter Health & Safety Conference as a proactive response to an alarming trend – Firefighter Death due to heart attacks.
- Entered into OSHA's first ever alliance with the Overhead Power Line Safety Coordination Committee whose members include Carolinas Associated General Contractors, SR Jackson, Inc., Electric Cooperatives of Safety Engineers, SCDOT, SCE&G, SC Occupational Safety Council and Wilber Smith. The purpose of this alliance is work together to reduce fatalities and accidents that result from contact with Overhead Power Lines.
- Established a remote emergency support site at the SC Fire Marshal's Office. This control room assists personnel of the Site Emergency Operation Center (SEOC) to operate during smaller incidents when the SEOC is not fully activated. An example of this occurred earlier this fiscal year when a severe storm struck the North Greenville area. When local mutual aid was exhausted, the local fire district requested water and rescue assistance. The SEOC staff immediately utilized the control room and within hours, swift water rescue equipment and personnel and type two rescue teams were coordinated and sent to help.

**Regulatory and Legal Compliance and Citizenship**

- Audits have been conducted by both state and federal entities for compliance with state and federal laws, mandates and regulations. No major audit findings or defects have been reported.
- Our employees have adopted the first graders at E. E. Taylor Elementary School. This year we sponsored performances at the Koger Center and the Marionette Theatre. The committee in charge of these activities raises monies to support their efforts through employee fish-fry, book and bake sales. Monetary support is also provided to LLR employees and their families during crisis situations. Other community groups supported include the United Way, American Red Cross, First Ladies' Walk for Cancer and American Cancer Society's Relay for Life.
- LLR employees, POL board members and POL licensees participated in the Groundhog Job Shadow Day sponsored by the Department of Education, LLR and the Employment Security Commission in February 2005.

## **Financial Performance**

- Completed construction on several training props at the SC State Fire Academy. One is a 50' x90' large building constructed for large are interior searches. Another is a Hazardous Materials Prop Building that will be used for interior hazardous materials training and will also store hazardous materials equipment. An Urban Search and Rescue Prop Building with equipment storage, an outside Urban Search & Rescue rubble pile and building collapse prop and a trench rescue prop were also constructed. Enhancements were made to the auto extrication training are, the Aircraft Rescue Firefighting burn prop and additional concrete was added to the flammable liquid and gas burn props.
- Saved nearly \$2M dollars in repair and maintenance costs due to the efforts of one employee, Billy Roberts. Since he came to the Division of Fire and Life Safety in 2000, the agency has saved \$19,000 annually on electricity due to improved maintenance checks on air conditioners and electrical units. The Aircraft Rescue Fire Fighting Specialized Aircraft Fire Trainer (ARFF SAFT) broke in 2004 and the manufacturer's estimate for repair was \$750,000. This employee and his staff, with the help of an engineer, were able to put the prop back in working order for \$60,000. The staff installed a new control panel that eliminates unnecessary computers and hardware and uses common parts that are easy to get, reasonably priced and can be purchased locally. Another repair to the fuel spill pit part of the ARFF was repaired for \$100,000 saving \$650,000. A repair to the LP Burn Building by this staff saved an estimated \$675,000.
- Moved the Elevator, Amusement Ride, Manufactured Housing and Building Codes programs off of state appropriation. They will now operate with the revenue they collect through permitting, licensing and inspection fees.

**Chart 6.1**

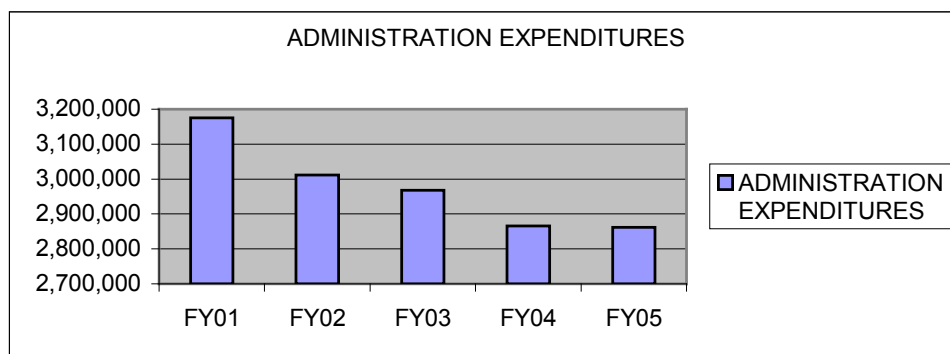


Chart 6.2

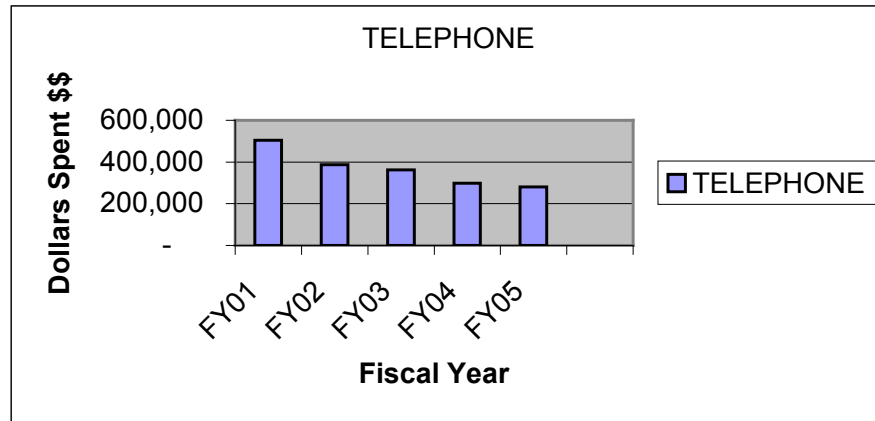


Chart 6.3

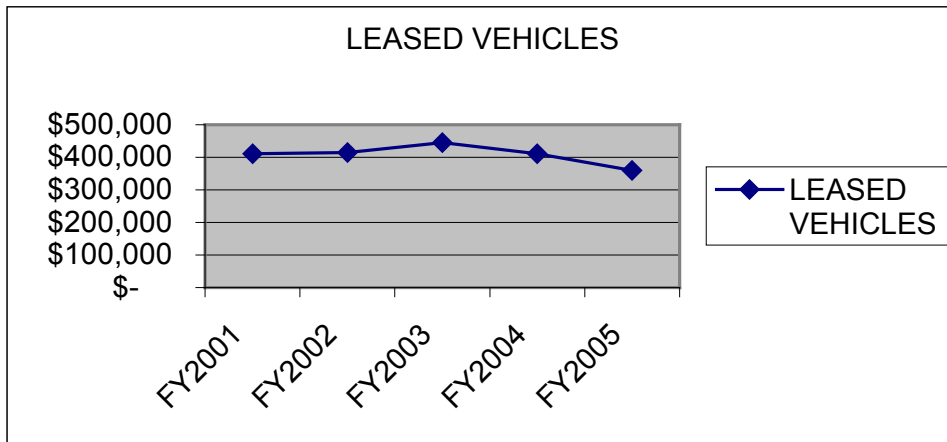
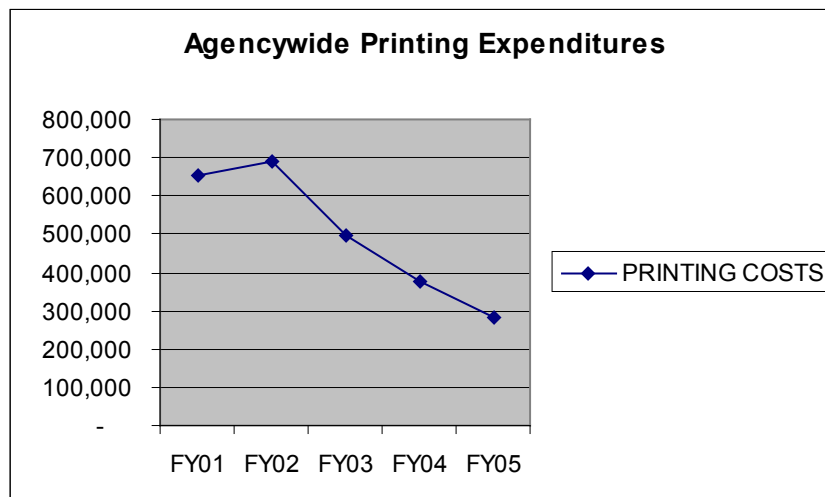


Chart 6.4



**Chart 6.5**

